INTEGRATION IMPLEMENTATION TEAM
CHARTER

February 5, 2009

Mission Statement:
Direct the implementation of the Integration Project.

Objective:
Integrate long range transportation planning and project development. This process improvement has the goal of better linking the long range planning process with the project development process, essentially the National Environmental Policy Act (NEPA) and its state counterpart, the State Environmental Policy Act (SEPA). In North Carolina the long range planning process is called the Comprehensive Transportation Planning (CTP) process. Through the work of the Integration Team, eight potential linkages have been identified where work that is done during the CTP process could inform or serve as the starting point for NEPA/SEPA. The Integration Linkages are:

Long range planning		Project development
Problem Statement	linked to	Purpose and Need
Alternatives analysis	linked to	Alternatives selected for detailed study
Unreasonable solutions	linked to	Alternatives selected for detailed study
Multi-modal analysis	linked to	Multi-modal alternatives
Community impacts assessment	linked to	Community impacts analysis
Land use	linked to	Indirect and cumulative effects
Public involvement	linked to	Public involvement
Mitigation opportunities	linked to	Mitigation needs and opportunities

The Integration Implementation Team (IIT) is responsible for initiating and directing the work of Implementation Teams responsible for the final design and application of these linkages.

Deliverable and Reporting Requirements:
The IIT will meet regularly and update the Sponsors, Champions, and other interested parties on the status of implementing the Integration Project. The final deliverable is a fully designed and documented process for Integration, including standards for documentation and training. The IIT is responsible for coordinating as appropriate with CTP Implementation efforts and the Merger Management Team. Refer to the attached 'Integration Project Accountable Management Structure'.

Guidance Information:
The Integration Project was designed through the work of the Integration Team from 2005 to 2007. Information is available in the form of workshop summary booklets, including detailed implementation plans and team recommendations for each of the Integration Linkages.

IIT Sponsor Contacts:
- Michael S. Bruff, PE, NCDOT Transportation Planning Branch Manager
- Gregory J. Thorpe, PhD, NCDOT Project Development and Environmental Analysis Branch Manager
- John F. Sullivan III, FHWA NC Division Administrator

Signatures of Team Members and Project Manager:

_____   _____   _____

Dan Thomas- Project   **Julie Hunkins**   **Alena Cook**
Manager, NCDOT- TPB   **NCDOT- QEU**   **NCDOT- TPB**

_____   _____   _____

Drew Joyner   **Eddie Dancausse**   **Clarence Coleman**
NCDOT- PDEA   **FHWA- Planning and Program**   **FHWA- Preconstruction and**
                        Development   **Environment**

_____   _____   _____

Monte Matthews   **Linda Pearsall**   **Marella Buncick**
USACE   **NCDENR**   **USFWS**

_____   _____   _____

Andy Grzymski   **Ed Johnson**   **Hanna Cockburn**
MUMPO   **CAMPO**   **PTRPO**

Integration Implementation Team (IIT) Governance

February 5, 2009

IIT Roles

IIT Meeting Chair: The Integration Project Manager serves as the Chair for IIT meetings.

The roles of the Chair include the following:
1. Oversee established agenda during IIT meetings
2. Act as the "voice" of the IIT
   - Represent the IIT at meetings
   - Sign IIT correspondence
3. Help run the meeting with facilitators, as needed

IIT Accountable Management Structure: The IIT will initiate individual Implementation Teams and provide appropriate monitoring and oversight to ensure implementation of the Integration Project. The IIT will prioritize the Integration Project implementation plans and determine when to initiate specific teams.

To initiate an Implementation Team(s), the IIT will determine recommended members, draft and approve a team charter, and kick off the team's work with an initial meeting. Recommendations of team members from various agencies will be developed by the IIT members. Recommendations for MPO and RPO representatives will be coordinated with the Chairs of the North Carolina Association of Metropolitan Planning Organizations (MPOs) and the North Carolina Association of Rural Planning Organizations (RPOs). Then the appropriate personnel in each agency will be contacted to confirm the recommended member's participation. Once the members have been confirmed, an official invitation letter will be sent to each of the Implementation Team members from the Interagency Leadership Team (ILT) co-chairs and the IIT sponsors.

As the IIT launches specific Implementation Teams, one IIT member will be the liaison for each Implementation Team. It is the Liaison's responsibility to help with the Implementation Team kick off, serve as the contact for questions, monitor the team's work, and ensure the IIT is regularly updated on progress.

As they conclude the work outlined in their charter, specific Implementation Teams will report to the IIT on their conclusions and final products. Once the IIT is ready to recommend that the team's mission has been fulfilled, they will seek concurrence from the IIT sponsors and will update the ILT. After it is determined that the Implementation Team has completed their work, an official letter will be sent to each of the Implementation Team members from the ILT co-chairs and the IIT sponsors, with the purpose of disbanding the team and thanking them for their work.

The IIT is responsible for appropriately updating the Sponsors and engaging the Champions, as well as other interested parties. The IIT will coordinate as needed with

Comprehensive Transportation Plan (CTP) implementation efforts and the Merger Management Team. Refer to the attached 'Integration Project Accountable Management Structure'.

IIT Decision Making and Communications

Decisions by Consensus: The IIT will make decisions by consensus, which means that an IIT member "can live with" and support the proposed decision. No specific quorum is required to make a decision at an IIT meeting. If key members for a particular decision are not present then the recommendation can be contingent on follow up and agreement by those key members. E-mail will be a primary means for soliciting and giving feedback.

Preparing for Decision-making: Decision points are to be clearly identified on the meeting agendas. To facilitate decision-making, the issues should be identified and appropriate background information provided prior to meeting. The Project Manager (or designated NCDOT staff) should distribute the meeting agenda a minimum of one week before the meeting.

Time Sensitive Topics: When topics arise that require a "quick" decision that cannot wait until the next scheduled IIT meeting, a decision can be made via e-mail. The IIT member sending the decision request should include a deadline for all responses. For complex issues, where e-mail may not be effective, teleconferencing and/or emergency meetings may be used.

E-mail Protocol: IIT members are requested to:
- give a deadline on e-mails that request a response and to give as much lead-time as possible for a response
- send "negative replies" to indicate that they received an e-mail but have no specific response or feedback (If no response is sent concerning meeting summaries, it will be assumed that there are no comments. If no response is sent for specific decisions, designated NCDOT staff will follow up by a 2nd e-mail or a phone call).
- identify additional individuals within their organizations who may also receive IIT e-mails to help ensure delivery to the organization
- "cc" the Integration Project Manager and other designated NCDOT staff on all e-mails that are sent to the entire IIT
- remember that e-mails are public record

Expectations for information sharing: Open communication between IIT members is important and encouraged. The following is a sample of some of the topics IIT member expect to be shared:
- progress on activities related to Integration
- meeting preparation materials
- examples of best practices that relate to IIT topics

Performance Tracking and Reporting

Annual Progress Summary: The IIT will prepare a report that summarizes their accomplishments and progress made. This Annual Progress Summary Report will reflect the IIT's progress through the end of the state fiscal year (June 30) and will be published no later than September of that same year. The Integration Project Manager (or designated NCDOT staff) will prepare the draft report and will send it to IIT members for review and approval. After the document is approved, the Integration Project Manager (or designated NCDOT staff) will send a final copy to each IIT member. This Annual Progress Summary Report will be distributed to Sponsors, Champions, and other interested parties as appropriate.

Tracking Implementation Teams Progress: IIT liaisons to the Implementation Teams are responsible for ensuring each team documents their progress and regularly updates the IIT on no less than a quarterly basis, or as otherwise stated in the team's charter.

Annual Re-evaluation: At the last quarterly meeting of the calendar year, the IIT will review their progress relative to completed activities and work underway. The IIT will determine if any new, modified, or re-prioritized strategies and activities are needed, such as launching additional Implementation Teams. However, additional Implementation Teams can be launched and work can be re-prioritized at any time a need is identified.

Accountability and Recognition

Holding Implementation Teams Accountable: IIT liaisons to the Implementation Teams should ensure that each team establishes a schedule with interim milestones and reports to their liaison and the IIT on the status of the milestones on at least a quarterly basis, or as otherwise stated in the team's charter. If no progress is occurring, then the IIT liaison to the Implementation Team should investigate what is causing the inactivity and determine how it may be remedied. As appropriate, the IIT liaison should consult with other IIT members who may be instrumental in re-energizing teams and/or removing barriers.

Raising Implementation Team Issues: When issues occur within an Implementation Team that are beyond the team's authority and means to address, the team leader should approach their IIT liaison or the Integration Project Manager. If the person contacted can not adequately address the issue, the IIT will make an effort to resolve the problem. If the IIT can not resolve the problem, the IIT may chose to take it to the Sponsors or Champions, as appropriate.

Recognizing Performance of Implementation Team Members: Implementation Team members will be identified by a charter and an official letter of invitation co-signed by the Interagency Leadership Team (ILT) co-chairs IIT sponsors and the . There are a variety of ways that people who are working on Implementation Teams may be recognized for their efforts and accomplishments:
- Publicly recognize at ILT or other meetings, especially as individuals make presentations or participate in meetings
- Present certificates of accomplishment

- Recognize individuals in the presence of their primary work team/peers (i.e. present certificate at their work)
- Encourage individual agencies to provide other forms of recognition as their resources and procedures allow
- Search for external acknowledgement from different agencies that are outside the IIT

Documentation/Meeting and Communication Plan Management

IIT Meeting Schedule, Attendance, and Membership: The IIT will have standing regular meetings. Initially these meetings will be monthly, but later may be less frequent (though no less than on a quarterly basis). Meeting dates will be established well in advance to facilitate full attendance. No official quorum is required to hold a meeting. Members who anticipate that they will not be able to attend a meeting and/or are requesting a video or teleconferencing option should e-mail the Integration Project Manager (or designated NCDOT staff) as soon as possible. A "special" meeting that is outside of the standing meeting schedule may be arranged if an important issue is pending and a timely decision is needed for continued progress or if there is an emerging issue that is source of conflict or potential conflict.

If changes in IIT membership are needed, the IIT member or their agency should contact the Integration Project Manager. The prior IIT member for that agency is expected to help inform the new member as they transition into the role, to the extent possible.

IIT Meeting Agendas: At the end of each IIT meeting, the team will identify possible agenda topics for the next scheduled IIT meeting. IIT members may e-mail any recommended additional agenda topic(s) that emerge over time between meetings to the Integration Project Manager and designated NCDOT staff.   The IIT member will provide information as to what the agenda topic is, the purpose of the topic, who will address the topic, and an estimate of the time required for the agenda. At least one week prior to regularly scheduled meetings, the Integration Project Manager (or designated NCDOT staff) will draft and distribute an agenda. If any IIT member has a requested change or addition to the agenda, it should be sent by e-mail as soon as possible to the Integration Project Manager and designated NCDOT staff.

The Integration Project Manager and designated NCDOT staff will organize IIT meetings and handle logistics. This includes coordinating calendars for meeting dates, finding and reserve meeting locations, arranging for lunch and snacks if needed, assist with room set up and clean up, make copies of handouts for IIT meetings (or may request that IIT members print their own). If there is a need for particular agenda items or meetings to be facilitated, the NCDOT Project Manager will obtain a facilitator.

IIT Meeting Summaries and Documentation Management: The Integration Project Manager (or designated NCDOT staff) will create meeting summaries. These summaries should capture decisions and key information and be distributed by

e-mail within one week after the meeting. An e-mail response is requested from all IIT members within one week of receiving the summary, either with comments or stating that they have none (see '*E-mail Protocol'* section).

The Integration Project Manager (and designated NCDOT staff) is responsible for documentation management, to ensure that the records of the IIT are kept up-to-date, organized, and provided to IIT members in a timely manner.

IIT Communication Plan Management: The IIT communication plan is a living document that helps to coordinate the communication about the implementation of the Integration Project to a broad set of audiences. The Integration Project Manager will be responsible for keeping the communication plan up to date based on input from the IIT members.

Updating the communication plan will occur through two processes. First, there will be a regular review process. The IIT will review the Communication Plan at least every 6 months and make necessary modifications as needed to ensure currency, completeness, and inclusion of Implementation Teams' communication needs.

Secondly, there will be a process for continuous monitoring and updating. The IIT members are responsible for sending information for the Communication Plan to the Project Manager (or designated NCDOT staff) as soon as a communication need is identified. The IIT member will provide: key messages to be delivered, the intended audiences, how the message will be delivered (presentation, brochure, e-mail, letter, etc.), and when the communication will/should occur. The Project Manager will review the communication plan to determine if key messages, audiences, or methods can be packaged together. The updated Communication Plan will be provided to the IIT members. If information is communicated between IIT meetings and is not part of the Communication Plan, the IIT member will notify other IIT members in advance if possible via e-mail so they are aware of what will be communicated and to whom. It will also give other IIT members the opportunity to participate in communication efforts.

Integration Project Accountable Management Structure

Champions
- ILT
- Other Merger 01 MOU Signatories
- MPO Rep
- RPO Rep
- Local Rep (NCLM, NCACC)

Sponsors
- NCDOT
- FHWA

Project Manager

CTP Implementation Team
- NCDOT - TPB
- FHWA – Planning
- MPO
- RPO

Integration Implementation Team
- NCDOT – TPB, PDEA, QEU
- FHWA – Planning & Operations
- USFWS
- USACE
- DENR
- MPO
- RPO

Merger Management Team
- NCDOT
- FHWA
- DENR
- USACE

Teams

Teams

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